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Comanche EMD Contract An AMCOM and PEO Aviation Success Story

The contract for the RAH-66 Comanche Engineering and Manufacturing Development (EMD) was awarded by a team of Government acquisition professionals working in partnership with the contractor, Boeing Sikorsky Comanche Team (A Joint Venture). The estimated Cost-Plus-Award-Fee (CPAF) amount is \$3.15 billion. The contract will complete the design, development and testing of two existing prototype aircraft; and the design, manufacture and assembly of 13 additional pre-production prototype configured aircraft. An important component of the acquisition strategy was the acceleration of the Milestone II decision from October 2001 to April 2000. The acceleration of the milestone decision to enter the EMD phase would require the parties to initiate "alpha contracting" procedures to meet the aggressive procurement schedule.

The Government and contractor teams jointly developed an acquisition strategy to promote a successful partnership; not only during the planning and negotiation of the program requirements, but also during the execution of the resulting contract. This cooperative environment allowed the parties to appropriately balance the risk between the parties. They entered into a partnership by execution of an "Alpha Contracting" Memorandum of Understanding (MOU). The MOU called for a cultural change in the way program requirements were to be communicated, how the contractor team implements these requirements, and the method and timeframe in which the EMD proposal and resultant contract was prepared, evaluated, negotiated and awarded. The "alpha contracting" approach used integrated product teams and focused on developing a plan to minimize overall program disruption during the procurement process. The EMD Alpha process was an extremely complex pricing and negotiation activity but it took only nine days from the approval of the Business Clearance Memorandum to the close of negotiations. This is an extraordinary accomplishment given the size of the contract, the complexity of the technical requirement, and the number of Government and Contractor entities involved.

CAIV also played an important role in the EMD program definition. The program office, working closely with the contractor team and the TRADOC System Manager's office, participated in a detailed review of the Operational Requirements Document (ORD). This review pointed out necessary modifications to the ORD to update it and make it relevant to the type of warfare expected in the future. The parties then structured the EMD program requirements to coincide with the new ORD and funding constraints. CAIV principles will continue to be employed during EMD to help keep the program on track in terms of cost and schedule.

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